

ORGANIZATION OF THE MINISTRY

GENERAL

Kairos Prison Ministry International Inc. (KPMI) is the parent organization of a body of ministries addressing the spiritual needs of incarcerated men, women and youth, their families, and those who work in the prison environment. Kairos sprang from the Cursillo movement and is supported by volunteers from Cursillo and those other movements that consider Cursillo as their root. KPMI has been specifically designated to promote 4th-Day activity for Cursillo, National Episcopal Cursillo, Presbyterian Cursillo, Lutheran Via de Cristo, The Upper Room's Walk to Emmaus, and independently ecumenical Tres Dias. Kairos Prison Ministry is a ministry rather than a movement.

KPMI is governed by an International Board of Directors in which rests absolute authority for the administration and content of the ministry. KPMI is a corporation operated by its Board of Directors. The Board of Kairos Prison Ministry is made up of volunteers: one representative for each state and each foreign country, at-large members, and ex-officio members representing various environments important to the ministry. Ex-officio members are without vote on the Board. Representatives are individually elected to specific terms by their state chapters or country in accordance with the by-laws.

KPMI is a not-for-profit corporation chartered in the State of Florida and has become known as Kairos Prison Ministry. The words, *Kairos Prison Ministry*, are repeated in the Kairos logo, a registered trademark. KPMI authorizes state chapter committees to present various Kairos ministries within their states, following directions contained in Kairos manuals, which are updated as specific needs arise. Kairos manuals are copyrighted with all rights reserved.

INTERNATIONAL OFFICE

KPMI maintains an International Office consisting of the Executive Director and appropriate staff to run the day-to-day operations of the corporation and to support and enable the operations of the ministry as conducted by the volunteers in the field. The Board has delegated certain responsibilities to the Executive Director as indicated in the by-laws and the authorized Kairos documents. The International Office is the source of supply for all Kairos authorized documents and other Kairos supplies and materials. The International Office is also responsible for the publication and distribution of the national newsletter, and for providing administrative and logistical support to all Kairos activities in the field, particularly relating to the establishment of new ministry activities.

INTERNATIONAL ORGANIZATION

BOARD OF DIRECTORS

The KPMI Board of Directors is made up of state and international representatives, at-large members, and ex-officio members. State and international representatives are selected by the active Kairos states of the United States and authorized foreign countries in accordance with the terms and provisions of the by-laws, state chapter and international agreements. At-large members and ex-officio members are selected and invited by the Executive Director to provide particular skills, many of whom also have extensive Kairos experience. The board is representative of the ministry in both size and demographics, as required by its by-laws. The entire Board meets twice a year.

The Kairos Board is called upon to guide the direction of the ministry. Its makeup continually changes to include members representing the diverse geographical regions of the ministry and from less familiar denominations. Some of the denominations providing able and talented volunteers for the Kairos ministry today were not even existent when Kairos was born in 1976. Such is the reality of Christianity. The Body of Christ here on earth has ever been and always will be changing. And yet we fear change, even though we know fear is a sin.

The Kairos Board of Directors has an immensely challenging role and they deserve the prayers of the entire ministry on a continual basis. They are called upon to lay down their private agendas, die to themselves, and serve with all their heart and mind until their term is up. Then they must again die to themselves to await new roles.

Early in the formation of the ministry, Dick Day, a brilliant industrialist, a deeply spiritual being, and one of the founders of Kairos, warned the Board about stagnation and control. He challenged the "nine old men" to find replacements on the Board in an orderly manner and to resign for the good of the ministry. He volunteered himself to be the first and resigned forthwith. Dick still serves on Kairos teams in Central Florida on a regular basis and remains supportive of the ministry.

State and International Representatives

State and International representatives to the Board of Directors are selected from and by the affiliated State and International Committees. They have the full authority and responsibility to speak and vote as representatives at all meetings of the Board. Each state chapter and international committee is responsible for providing a qualified representative to serve a term on the Board in accordance with the by-laws. The actual method of selection of each state and international representative is left to the by-laws governing that state or country.

Executive Committee

The Executive Committee is made up of the President of the Board, and ten other members of the Board. The treasurer and Executive Director serve on the Executive Committee without voting privileges. The Executive Committee meets monthly or as required to conduct the day-to-day business of the corporation. Executive Committee duties and responsibilities are found in the by-laws.

Committees

The Board has established the following standing committees to conduct the routine business of the corporation:

- ❖ Finance
- ❖ Long-Range Planning
- ❖ Training
- ❖ Conferences and Special Events
- ❖ Nominations
- ❖ Program Review
- ❖ Program

In addition to the above, ad hoc committees may be established by the President as required to address specific issues.

STATE CHAPTER COMMITTEES

State Chapter committees originate with representatives from the 4th Day movements in the state such as Cursillo, Walk to Emmaus, Tres Dias, Via de Cristo, etc. Every effort should have been made to provide both ethnic diversity and representation commensurate to the proposed geographic area of ministry.

State Chapter committees are initially made up of representatives of the movements from which volunteers working in the ministry are drawn. As states mature and grow, initial committee representatives are replaced by representatives from the advisory councils providing ministry within their state. State Chapter committees operate under the authority of the national board.

Members of the State Chapter committee should be grouping and worshipping regularly in their denominational churches. None should be titular head of the governing board of their 4th Day movement.

After completion of the first Kairos, Kairos Outside or Torch weekend held in the state, the “ad hoc” committee automatically becomes the State Chapter committee and begins

to organize in such a way as to facilitate growth and maintenance of Kairos ministries within the state. The chairperson of the ad hoc committee becomes the chairperson of the State Chapter committee and will normally continue in this position for three years unless removed voluntarily or for cause. The primary reason for this is to give each new state a period of security from political manipulation during its formative years. It removes the temptation for state committee members to build power bases instead of concentrating on building a servant community among the committee.

On the other hand, if a majority of the state committee calls for an election, any officer of the state may be replaced for cause. Sometimes, the talents that were needed to launch the ministry are not the same as those gifts needed to maintain the ministry and facilitate growth.

It should be the business of the State Chapter committee to encourage growth and vitality of the ministry by limiting the term of all the committee offices. The most serious problems which have been encountered in Kairos state organizations stem from an inability on the part of original organizers of the ministry to turn loose the reins of control.

State Chapter committees and each foreign country committee elect a representative to the Kairos national Board of Directors, who will serve a three-year term. It is the responsibility of these representatives on the Kairos board to keep the state committee and foreign country committee informed of the policies and procedures of the Kairos Board.

In all the State Chapter committee does, it must remember that it is a servant group to direct and support the work of volunteers engaged in the mission of the Kairos ministry.

This committee shall take no action in contradiction to the policies, by-laws, manuals, etc. of Kairos Prison Ministry, Inc. Each committee member should be familiar with the contents of all official Kairos publications.

The whole purpose of this committee is to see that the support systems structured by Kairos Prison Ministry, Inc. are developed and employed to the fullest possible extent. This is a commitment to Jesus Christ, who is the leader of this ministry. The work of the State Chapter committees will be done under the conditions and in the manner set forth in the State Chapter and International Agreements and Kairos Board Policy.

Kairos is a powerful, yet very vulnerable ministry. The misbehavior of a single volunteer could result in serious damage to the ministry everywhere. It is the responsibility of the State Chapter committee to know the institutional policies relative to volunteers, to be familiar with the Institutional Agreement and the Kairos State Chapter Agreement.

Kairos is a ministry of great complexity. In its formative years, a new state will be in frequent communication with the staff in the Kairos national office.

State Chair

The Chair of the State Chapter Committee is the person responsible to the Board for all volunteers from the state, including state committee members. The chair is responsible for seeing that Weekends are registered with the Kairos international office, leader reports are submitted expeditiously, and all financial and accounting obligations are met. It is the state chairperson who will vouch to the prison administration for volunteers engaged in the ministry. If a questionable situation arises regarding the suitability of a given volunteer, it would be wise for the chairperson to seek the support of the committee before making a decision.

Committees

The State Chapter committee will need to form the following committees and name chairpersons for them.

1. **Agape:** This person will encourage prayer for the ministry in the state. He or she will coordinate agape activities of the advisory councils, encouraging written expressions, both incoming and outgoing, to and from all Kairos ministries. He/she will keep the state Kairos community informed of Kairos activities elsewhere, urging them to prayer, to acts of sacrifice and written expressions of Agape for upcoming Kairos and 4th Day Short Courses.
2. **Lay Volunteer Recruitment:** Though the rector/leader of the Short Course makes the final choice of team members, it will be the assignment of this person to coordinate the development of a list of volunteers qualified to work in the ministry. As nearly as possible, the list should be balanced among the 4th Day movements. Ideally, at least 100 potential volunteers for the first Short Course will be identified and the list should grow with every weekend.
3. **Clergy Volunteer Recruitment:** A clergy member of the State Chapter committee should help recruit clergy for the Short Courses. There is a clergy person in each table family (one clergy for each six resident participants) at a Kairos Short Course and these positions are traditionally the most difficult to recruit. Kairos Outside uses two clergywomen on their weekends. These women must be from two different denominations. Kairos Torch uses at least one clergy person on their weekends.
4. **Church Liaison or Speaker's Bureau:** If the ministry is going to have the support necessary to accomplish its mission, the committee must keep "the church" informed of its work. This person will coordinate activities of the state's advisory council Outreach personnel, maintaining communication with "the church" and with those movements from which Kairos volunteers are drawn. The job also entails telling the Kairos story whenever the opportunity presents itself,

keeping other denominations informed through requests for spiritual and temporal support. General community awareness is the responsibility of this person, providing speakers for service clubs, etc. Church communication should take place on the parish, diocesan, conference or state level as well as among the churches not represented by Kairos volunteers. Each Kairos committee member and each Kairos volunteer should tell the story wherever and whenever possible, but significant presentations should be brought to the attention of the Speakers Bureau, so they can encourage those areas of interest.

5. **Newsletter:** One person on the committee should be responsible for the publication of a state newsletter. This newsletter is published to keep the volunteers and supporters in the state informed of the ministry's work and responses to it. The newsletter should be exchanged with other states and the Kairos national office. The newsletter is not directed at residents in correctional institutions. A copy of the newsletter may be provided to the Chaplain, who then can determine where it goes from there.
6. **Secretary:** The secretary keeps minutes of the meetings of the State Chapter committee, assists the national board representative to register weekends with the Kairos national office, and help coordinate state correspondence.
7. **Treasurer:** This committee member will be responsible for the maintenance of all financial records, maintain the ministry's checking account, pay its bills, collect its accounts payable as per the state chapter agreement, and assist its fund raising efforts.
8. **Fund Raising:** This function will become more and more important to the ministry as it matures. The easiest approach to fund raising is to ask the team members to donate a proportional part of the cost of the ministry, and this is also the most destructive in terms of support burnout. By reaching beyond the team for funds, the Kairos story is continually told to new audiences. This serves to educate the free world concerning the truth as to who we encounter in prison as opposed to the prevailing image promoted by the media. It also allows a wider opportunity for involvement by the church.

The lay volunteer recruitment, fund raising, and speaker's bureau functions are often combined as an Outreach Coordinator.

Initially, the State Chapter committee will also need to appoint the following committees to function until institutional advisory councils can take over the functions and duties of the committee for their individual ministries.

1. **Institutional Liaison:** One member should function as the liaison between the committee and the chaplain, warden, security chief and other administrative and security personnel for each institution. This person should become acquainted and comfortable with the chain of command. This person is also responsible for

the maintenance of a high level of concern for good security and a full knowledge of the institution's security expectations for volunteers in the ministry. All communications with the institution will be initiated through this person. The liaison person maintains a current list of all regulations affecting volunteers in the institution and a complete list of items considered contraband.

2. **Kitchen and Housing Facilities:** This person is responsible for identifying available kitchen and housing facilities in the area, "shopping" among them for those best suited to serve the needs of the ministry. An up-to-date list of church, camp, armory, etc. housing facilities and kitchen facilities together with a full description of the facility, including rental cost, if any, should be maintained for coordinators.

3. **Equipment, materials, food and beverages:** The job of this committee member is to keep an up-to-date list of sources for all items needed in the ministry. Special food sources, sources for ice, photographers, poster board, fresh vegetables, crosses, candles, vans, trucks, rental tables, chairs, sound systems, etc. This will be used by the kitchen head, the coordinator and the chief steward. The storage and maintenance of all equipment owned by Kairos and all staple food is supervised by this person as is disposition of leftover food and perishable items which might be used in orphanages or halfway houses, etc. People filling this position should have served, or be serving, as a coordinator on a Kairos weekend.

The duties described above are simply suggestions, beginning points for the division and assignment of some of those tasks that must be assumed by the state committee.

AREA COMMITTEES

In some large states, which have many correctional institutions, more than one Kairos Outside ministry or more than one Torch ministry, or where complex ministry situations exist, the State Chapter committee may allow various advisory councils to pass their authority to area committees. The State Chapter committee may then consist of a mix of advisory council and area committee representatives.

ADVISORY COUNCILS

Advisory councils should be established for each institution where Kairos has an active ministry and for each Kairos Outside and Kairos Torch ministry. The Advisory Council is the primary footing for the Kairos organization. The Advisory Council runs the operative end of the ministry under the leadership and authority of the state committee. Whereas a ministry is launched in a new state through an ad-hoc committee which derives its authority from Kairos Prison Ministry, Inc., it is sustained and ultimately shaped through the work of the Advisory Council. As the ministry in a given state matures, retiring state committee members are replaced by

leadership sent by advisory councils. Thus the Kairos organization grows and perpetuates itself, based in the body of Christ, actively carrying the ministry.

Makeup and Health of the Council

An Advisory Council is composed of active volunteers in the particular Kairos, Kairos Outside, or Kairos Torch ministry which the council represents. The Advisory Council should be balanced ecumenically. Each 4th-Day movement providing volunteers should be represented fairly by those people whom the groups themselves consider to be their best representatives. It is imperative to the vitality of each advisory council to maintain a strong ecumenical makeup.

When an Advisory Council looks around at its membership and finds that they are all from one denomination, they are witnessing one of the earliest signs of a council headed for trouble. Also, if one half or more of the council is made up of the same people who were there three years previously, there is a very good indication that their particular ministry is stagnating. If so, they are likely finding it difficult to provide teams of adequate size and it is probably burdensome to finance the activities of the ministry. A constant supply of new people coming into the ministry avoids these pitfalls. New blood maintains the vitality of the ministry.

The Advisory Council must continually encourage participation of experienced team members in the role of telling the Kairos story regularly and continuously in the free world, and by making room for new team members attracted to the ministry.

Each Advisory Council should identify those among them who can tell the story with sufficient passion to be heard by the Church. These storytellers are not necessarily gifted speakers, but they can relate what they have seen and heard in the prison, with a compassion for residents and staff, and witness to the power of the Holy Spirit active behind the walls. These stories must be told in every possible setting and they must be told constantly. By doing so we are faithfully fulfilling our commission to make the needs of the ministry known, that the Spirit may send forth financial and personnel support for the work.

As new volunteers come forth, the Advisory Council must insure they are given every opportunity to become a part of the Kairos community. It is good to encourage leaders to assign meaningful jobs to new volunteers. Even though they have no experience with Kairos ministries, they may give talks, work on tables, etc. We should never forget that on the first weekend, none of us had experience and the miracles still happened. Our job is not to stage the best production ever staged, but to facilitate ministry. The composition of the council itself must continually change, making room for those of less experience, but retaining a few of the more experienced for the sake of corporate memory.

Duties of the Council

The duties of the Advisory Council are to advise and make recommendations to the Kairos State Committee (or Area Committee if that structure is employed). Also, the council should provide:

- ❖ Recommendations for State/Area Committee membership from among their own ministry group.
- ❖ Recommendations for leaders of their upcoming weekends. (The State Committee has the ultimate responsibility for authorizing rectors/leaders of weekends. Usually they follow the recommendations of the Advisory Council.)
- ❖ The Institutional Liaison Person. This person should develop a rapport with the administration and in view of that requirement, should serve for substantial length of time. No job should become the sole and lifetime terrain of any given person, however, no matter how effective they may be.
- ❖ Data on Kairos community, both inside and outside the institution. Name, DOC number and date of participation should be kept on each resident in case the institution later wants to initiate an effectiveness study. Names and date of team service is kept on volunteers for use by subsequent rectors in recruiting teams.
- ❖ Provide the National Office systematic updates regarding the names of their chairperson, Outreach Chair, and other key officers or personnel, as well as dates, weekend numbers and leader names for future weekends.
- ❖ Leadership for weekend support, including:
 1. Agape
 2. Food
 3. 4th-Day volunteers
 4. Outreach Coordinator
 5. Fund raising
 6. Database
- ❖ Maintain a list of institutional and DOC regulations regarding volunteers.

Leadership of the Council

Leadership of the council should rotate among those of the various movements and/or denominations represented on the council. Any qualified Kairos volunteer, male or female, who has served on at least one weekend, and is not a state committee representative or institutional liaison, should be eligible to serve as chairperson. The chairperson should be elected at the first meeting of the year. A chairperson may be reelected for a subsequent term, but should not serve in that capacity for more than two years.

Kairos is a lay-led ministry, but a clergy may serve as chairperson, if he or she can devote the required time to the job. Qualifications to serve as chairperson are not as important as rotating the job among those the group feels they can love and follow for a prescribed term.

Duties of the Chairperson

It is the duty of the chairperson to learn about the Kairos State/Area committee agenda well in advance of their meetings and relate that agenda to the Advisory Council for their deliberation and advice. He/she may call council meetings at least one week prior to each state committee meeting to prepare recommendations of the council for action by the State/Area committee.

Other meetings may be called by the chairperson or in accordance with the Advisory Council by-laws to answer the needs of the programs under their charge.

The chairperson shall be a communications link between the institutional Kairos community and the State/Area leadership and shall be an ex-officio member of the State/Area Committee. This is normally in addition to the Advisory Council's representative member to the State/Area Committee.

Almost every Advisory Council, at some stage, investigates the possibility of establishing a team selection committee. Such committees are usually traps which attract controlling members of the council, much to the detriment of the healthy growth of the ministry. Advisory councils should not see their obligation to monitor compliance of restrictions on persons unqualified to serve because of proven instability as an invitation to establish a team selection committee.

Advisory Council Responsibility

To help avoid misunderstandings, the Advisory Council of the particular ministry which recruits the volunteer should provide each and every new volunteer with a team application and a packet containing the items listed below. *The team application shall contain the three statements as shown in the policy section of this manual.*

1. Manual
2. Kairos Policy
3. A statement on Insurance. (Kairos does not provide personal insurance for volunteers.)
4. A statement on Confidentiality
5. A statement on Boundaries (involvement with family, aftercare, etc. These boundaries may vary from prison to prison.)
6. A statement on Dress codes (T-shirts, etc.).

Many headaches and huge quantities of time diverted from ministry can be avoided by making the above available to each volunteer and making sure that each becomes acquainted with their contents and purpose. It is the Advisory Council which recruits and nurtures volunteers for Kairos.

It is in the local ministry that volunteers gain the experience to serve on state committees or move to some other service within the Kairos structure. It is important for Advisory Councils to maintain a nurturing attitude and position. All of Kairos is eventually directed by the service of those who have been nurtured through the Advisory Councils.

KAIROS INTERNATIONAL

Kairos ministries outside the United States have, under the direction of the Kairos Board of Directors, been encouraged to separately incorporate in their home country and execute an international licensing agreement with Kairos Prison Ministry, Inc. Ministries in countries outside the United States claim eight percent of the total Kairos ministry as of January 2003. [Projections indicate that the international sector of Kairos ministries will grow faster than ministry within the United States and could easily grow to become numerically the larger of the two within twenty years.]